

ABSTRACT

THE EFFECT OF PATERNALISTIC LEADERSHIP AND WORK FACILITIES ON WORK PRODUCTIVITY WITH WORK LOYALTY AS A MEDIATING VARIABLE

(A Case Study on Operational Employees of PO TKM Utama)

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This study aims to analyze the effect of Paternalistic Leadership and Work Facilities on the Work Productivity of operational employees at PO TKM Utama, with Work Loyalty serving as a mediating variable. The study was motivated by fluctuations in the operational route achievement of PO TKM Utama's Regular Route Division throughout 2025, indicating dynamics in employee productivity that require scientific examination. A quantitative method with a cross-sectional design and positivist paradigm was employed. All 60 operational employees of the Regular Route Division were included as respondents through a census technique. Data were collected using a structured 5-point Likert scale questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software. The results indicate that: (1) Paternalistic Leadership has a positive and significant effect on Work Loyalty; (2) Work Facilities have a positive and significant effect on Work Loyalty; (3) Work Loyalty has a positive and significant effect on Work Productivity; (4) Paternalistic Leadership has a positive and significant direct effect on Work Productivity; (5) Work Facilities do not have a significant direct effect on Work Productivity; (6) Work Loyalty fully mediates the effect of Work Facilities on Work Productivity (full mediation); and (7) Work Loyalty does not mediate the effect of Paternalistic Leadership on Work Productivity (direct-only). These findings confirm the relevance of Social Exchange Theory in explaining the relational mechanisms among leadership practices, work facility conditions, loyalty, and employee productivity within the context of a family-owned transportation company.

Keywords: *Paternalistic Leadership, Work Facilities, Work Loyalty, Work Productivity,*

ABSTRAK

PENGARUH KEPEMIMPINAN PATERNALISTIK DAN FASILITAS KERJA TERHADAP PRODUKTIVITAS KERJA DENGAN LOYALITAS KERJA SEBAGAI VARIABEL MEDIASI

(Studi Kasus Pada Karyawan Operasional PO TKM Utama)

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Penelitian ini bertujuan untuk menganalisis pengaruh Kepemimpinan Paternalistik dan Fasilitas Kerja terhadap Produktivitas Kerja karyawan operasional PO TKM Utama, dengan Loyalitas Kerja sebagai variabel mediasi. Penelitian ini menggunakan metode kuantitatif dengan desain cross-sectional dan paradigma positivisme. dianalisis menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM) dengan perangkat lunak SmartPLS 4.0. Hasil penelitian menunjukkan bahwa: (1) Kepemimpinan Paternalistik berpengaruh positif dan signifikan terhadap Loyalitas Kerja; (2) Fasilitas Kerja berpengaruh positif dan signifikan terhadap Loyalitas Kerja; (3) Loyalitas Kerja berpengaruh positif dan signifikan terhadap Produktivitas Kerja; (4) Kepemimpinan Paternalistik berpengaruh positif dan signifikan terhadap Produktivitas Kerja secara langsung; (5) Fasilitas Kerja tidak berpengaruh signifikan secara langsung terhadap Produktivitas Kerja; (6) Loyalitas Kerja terbukti memediasi secara penuh (full mediation) pengaruh Fasilitas Kerja terhadap Produktivitas Kerja; dan (7) Loyalitas Kerja tidak terbukti memediasi pengaruh Kepemimpinan Paternalistik terhadap Produktivitas Kerja (*direct-only*). Temuan ini mengkonfirmasi relevansi Social Exchange Theory dalam menjelaskan mekanisme hubungan antara praktik kepemimpinan, kondisi fasilitas kerja, loyalitas, dan produktivitas karyawan dalam konteks perusahaan transportasi keluarga.

Kata Kunci: Kepemimpinan Paternalistik, Fasilitas Kerja, Loyalitas Kerja, Produktivitas Kerja.